

## Civil rights reports

# Minority, women numbers increase

Minority representation throughout the department jumped more than a percentage point and the number of women increased significantly in three categories during the past year, a recently completed Affirmative Action report shows.

Overall, minority representation rose from 5.4 percent to 6.5 percent of the work force in the one-year period.

"The minority figure is particularly significant in that, for the first time, the minority representation in the department is higher than the minority representation in the statewide labor force, which is at six percent according to the 1980 Census," said Bill Hayden, Affirmative Action specialist with the Civil Rights Section.

The 1983-84 Affirmative Action plan established goals by major job categories for all department positions. "We are especially pleased with the progress made in the professional, technician and service/

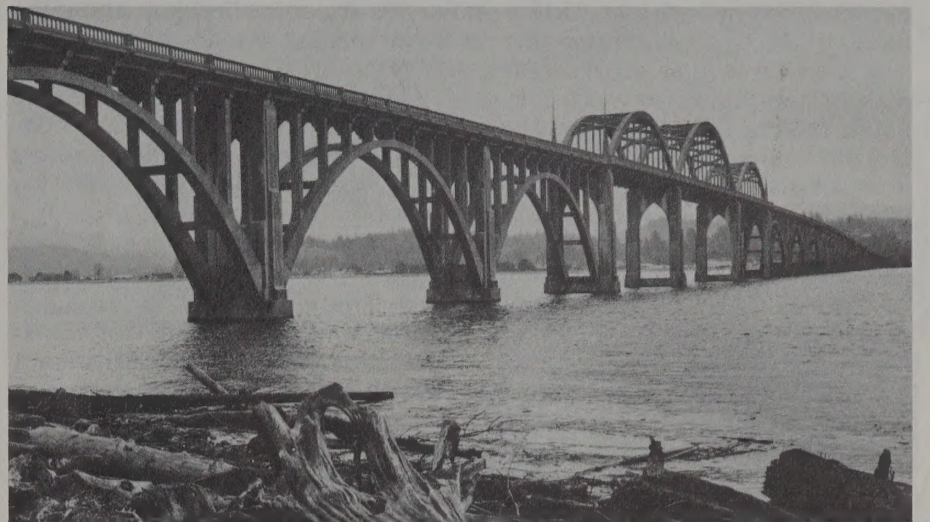
maintenance categories," Hayden said.

Minorities increased from 3.5 percent to 5 percent in the professional category. Women in the same category increased from 7.3 percent to 10.5 percent. This job category includes all engineering, program coordinator and planning positions.

The technician category increased from 10.4 to 13.8 percent for women and from 4.2 to 5.5 percent for minorities. Service/maintenance increased from 5.5 to 8.2 percent for women and 8.8 to 10.6 percent for minorities.

"Our efforts and accomplishments are not necessarily measured by numbers," Hayden said. "We are seeing a greater awareness of Affirmative Action issues, interest in Affirmative Action training opportunities, creation of job rotation opportunities for training purposes and improved recruitment."

Some of the noteworthy signs of  
Continued on page 2



The Highway Division has imposed weight and speed limits on the Alsea Bay Bridge at Waldport following an independent study recommending replacement of the 48-year-old structure due to rapid deterioration.

## Speed, weight limits set for Alsea bridge

The Highway Division imposed weight and speed limits on the Alsea Bay Bridge at Waldport in mid-August, following an independent study recommending replacement of the bridge due to rapid deterioration.

Trucks weighing more than

80,000 pounds are restricted from the 48-year-old bridge, and a 35-mile-per-hour speed zone has been established.

"The division plans strict enforcement of the weight and speed limitations," said State Highway Engineer Scott Coulter.

The independent study, conducted by a New York firm, estimated the bridge has only a five-year life span if no action is taken to maintain it.

"While preserving the existing structure would be desirable from a historic standpoint, the results of this rehabilitation study indicate that the replacement of the existing structure is the most suitable and effective course of action to take at Alsea Bay," the report concludes.

In presenting the report to the Transportation Commission July 31, State Bridge Engineer Walt Hart said the study confirmed the department's own study of the structure, but revealed more corrosion damage from the harsh marine environment than previously determined.

A public meeting to discuss the Alsea Bay Bridge study will be held September 19 in Waldport.

## Plan to guide highway decisions

The first draft of a master plan that will help guide Highway Division decisions until the next century will be reviewed this month by the Transportation Commission, according to Bob Bothman, assistant state highway engineer for administration.

"The highway plan recommends we continue maintaining our roads about as much as we are now, and that we improve our current pavement condition to where 90 percent of the highway system would be rated 'fair' or better," Bothman said. "Presently, only 50 percent of the system is rated 'fair' or above."

The so-called Oregon Highway Plan is the result of several years of work by highway engineers and planners, but it traces its roots to 1973 when ODOT was formed by the Legislature, Bothman noted. At that time legislators called for a transportation plan that would guide long-term decision-making.

He said after Transportation Commission review, the next draft will be distributed to local city and county officials for their comments. With commission final approval by early next year, the division will be ready for presenting the plan to the Legislature.

"The plan looks at maintenance,

preservation and modernization of the highway system," Bothman said.

He said because Oregon's streets and highways play such a large role in the state's economic well-being, the commission has placed highest priority on first preserving Oregon's existing highways. Wherever possible, he said, the plan calls for the "prudent spending of these dollars" on road projects that, in addition to preserving and increasing the capacity of the system, aid in the state's economic growth.

## Staff reads job surveys

"People may not believe it, but we really are reading all those questionnaires," said Michelle Patterson, manager of the Comparable Worth project that collected 30,000 surveys from state employees in recent months.

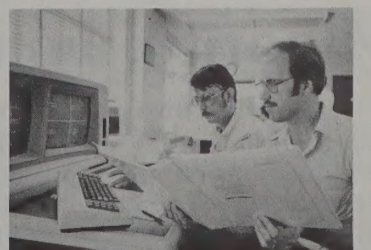
A 20-member project staff, including three borrowed from ODOT, first read surveys from classifications with high numbers of employees. Evaluating the other classifications will last through September, Patterson estimated.

The major task for the staff is to determine job content and responsibility based on information in the questionnaires. Then comparable positions will be recommended to receive similar compensation, she said.



Gene Fletcher, parks budget and program analyst, explains use of a game board designed to test a player's "Park I. Q." to visitors at the 1984 State Fair in Salem. Fletcher was one of many parks personnel volunteering to staff this booth and one at the Coos County Fair.

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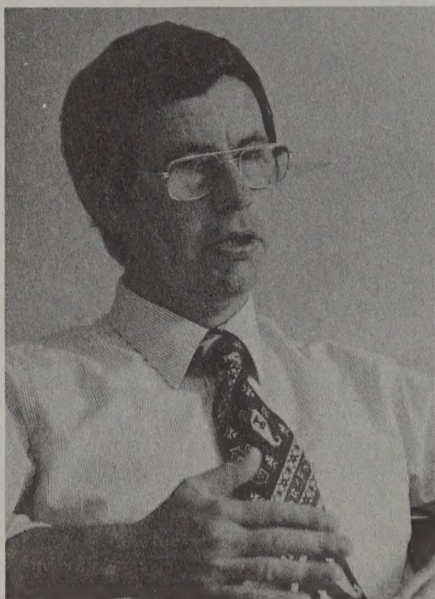
## Director's Corner

Fred Miller

Representatives of the 16 Western states that comprise the Western Association of State Highway and Transportation Officials (WASHTO) held their annual meeting in South Dakota on August 12 through 15.

It was one of the most successful transportation conferences that I have attended. There were lots of ideas exchanged and some thoughts about the future of transportation programs will be interesting to many of you:

- Scott Coulter, as secretary-treasurer of WASHTO, was instrumental in making sure that there was a substantive program for the conference. The South Dakota Department of Transportation did an excellent job of conference arrangements. Both efforts showed the value of advanced planning in making sure that such a meeting was successful. Because of that, my impression of South Dakota is very favorable. (I am sure that there is a parallel, by analogy, between our providing good service to our customers and their views of our department.)



- There is growing concern about long-run funding for transportation programs. The five-cent gasoline tax increase that was passed in 1982 required considerable effort to get through Congress. There is a concern now that it will not be possible to increase revenue for transportation programs in the near future. Consequently, we have tough decisions to make and priorities to set as we work with legislatures in the future.

- It is not clear in many peoples' minds what the mission of a federal transportation program should be. Should the federal government provide funds for county and city road and street systems? Should it provide revenue for public transit operating systems? What is its role in funding small airports? There is little debate about the federal role

on the interstate highway system; however, there is a great deal of discussion about where federal participation should stop. As the dollars become scarcer, it seems certain that Congress will opt to take care of federal rather than state or local systems.

- There is growing concern, here in Oregon and across the nation, about finding ways for transportation to share in the benefits of economic development. Economic development requires transportation investments in highway, air and public transportation facilities. Our funding, however, is not necessarily related to development. Perhaps we need some new approaches to transportation funding.

- The importance of several efforts going on within the American Association of State Highway and Transportation Officials to identify future funding for our highway, public transportation and aeronautics programs is growing. Our transportation departments need to get their ideas together so as to present a united front to Congress. Fortunately, we now are involved in efforts to accomplish this task. It will not be easy, however, because there are diverse views among states.

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Several more comments:

- At the WASHTO conference, Al Harwood received the Hewes Award in recognition of his accomplishments with construction of the Glenn Jackson bridge and work with the Banfield Transitway. This award, which includes a plaque and a \$500 check, is given annually to an employee within the 16 Western states. It is a tremendous honor.

- Dale Allen, Region 4 engineer, presented a paper at WASHTO on meetings involving maintenance employees from Oregon, Washington and Idaho. The paper contained some excellent thoughts on the benefit of exchanging ideas both within an organization and between states. It should remind everyone of the value of making sure that we are capitalizing throughout the organization on the good ideas that exist within.

- On the home front, our increases in staff are leading to required changes in the Transportation Building. If you have not seen the job that our carpenters have done, you should make it a point to do so. They are really doing tremendous work and getting lots of deserved compliments for it.

## Minority, women...

Continued from page 1

change include using hiring interview questions on how a prospective manager will contribute to the department's Affirmative Action plan and managers establishing direct communication with Affirmative Action recruitment organizations in the community, he said. Two Parks Division managers, for example, met with minority organizations including Siletz Tribal officials to discuss employment opportunities.

"We want to serve as a resource for managers," Hayden said.

An example of how they can help occurred when a Eugene manager expressed frustration that no minorities had applied for a certain position. Hayden called training offices, suggested an ad in a college newspaper and contacted a county agency to obtain several qualified people.

The Civil Rights Section currently is updating the Affirmative Action plan.

# Parks officials seek General Fund raise

State Parks Administrator David Talbot and Public Information Officer John Elliott will visit media statewide this month to present details of a study that suggests General Fund support for Oregon state parks should increase substantially.

"We want to sell the validity and concept of the report," Talbot said. He reported that the study also will be distributed to legislators and others interested in the Parks Division. "I think the study will help us get a long-term commitment to make a change," he said.

Park funding was switched from the Highway Fund to the General Fund by a statewide vote in 1980.

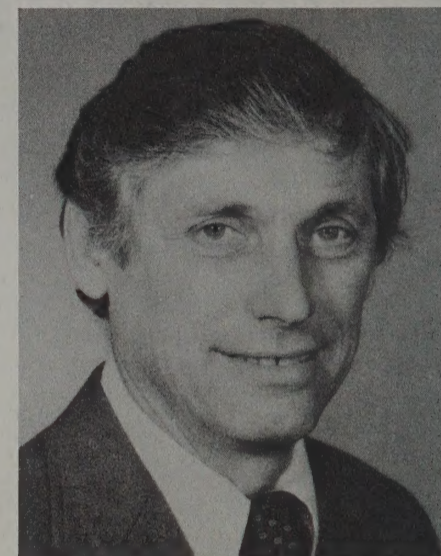
"The problem is that we made this transition in the middle of a recession when general funds were shrinking," Talbot said. "Once the economy settles, we'll be able to make the adjustment."

Talbot and Elliott will contact newspaper editorial writers and radio and television news directors throughout the state during the weeks of September 17 and 24.

Talbot said the tour will give him a good opportunity to hear reactions around the state to the study.

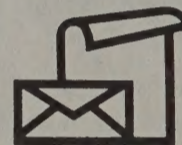
The study is packed with information to support the theory that general funds should support about 50 percent of the division's budget, compared to current levels of about 19 percent.

Researchers compared funding approaches of other states, estimated the revenues generated by park visitors and analyzed the impact of higher camping fees.



Dave Talbot

## Letters



### Airport action praised

Fred Miller, director  
Department of Transportation

Your recent letter to City Manager Michael Gleason relative to the improvements in signing and lighting on Highway 99 for Eugene's Mahlon Sweet Airport, was indeed welcome news. On behalf of our airport patrons and the Eugene Airport Commission, I want to thank you for your attention to this matter.

It has been a situation of long-

standing concern and it is most gratifying to see that action will be taken. The improvements will be of substantial benefit to those using this fine regional facility. Your personal attention in finally resolving this is greatly appreciated. Thank you again for a positive response.

Robert W. Shelby  
Director of Aviation  
City of Eugene

### Wagon Train appreciates help

Lloyd Tolman  
Section Supervisor  
Highway Division  
Detroit, OR

I would like to thank you for your generous hospitality during our Wagon Train's recent visit to your area.

Since we began our Wagon Train program in 1976, we have traveled over 50,000 miles throughout the United States. We could not have gone the first mile without the help and support of people like you.

Again, thank you for your hospitality.

Tim O'Sullivan  
VisionQuest  
Tucson, AZ

### Trailways likes map

Fred Miller, director  
Department of Transportation

The Oregon Passenger Services Map you developed, produced and distributed is an outstanding publication and one of the best travelers' aids I've seen.

You and your staff deserve high praise for this accomplishment.

Harry J. Lesko, president  
Trailways Bus System  
Dallas, TX



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## Productivity triples

# IGS aids drafting

What can draw lines at 40 inches per second, retrieve minor details about thousands of Oregon roads instantly and doesn't mind working overtime?

Superdrafter? Superengineer?

No--it's the computer-aided drafting and design system that may eliminate conventional drafting and design techniques used by many ODOT sections.

About a dozen people from the Road Design, Mileage Control and Bridge sections have completed initial training. "Within a few months their productivity is expected to at least triple," said Don Baker, interactive graphics system (IGS) manager.

Intergraph, an Alabama-based firm, assembled the \$1 million system, which is operated by a Digital Equipment Corp. VAX11/780 central processing unit. Six graphic work stations feature a computer graphics terminal with two screens, which allow the user to see up to eight views of a project simultaneously.

### Drawings at different scales

Once a user has finished work on the screen, the design can be stored for future reference, or it can be drawn rapidly by one of two plotters. An electrostatic plotter can produce a 24 by 36-inch drawing on mylar or paper in less than a minute. A pen plotter turns out 47 by 53-inch drawings with felt tip, ballpoint or wet ink pens.

Users at work stations can obtain drawings at different scales, produce segments of the drawings, make additions, deletions and calculations. Baker pointed out this eliminates tedious tracing and wasteful duplication of work when minor changes are made to a complex drawing.

The computer speeds up many routine and repetitive aspects of drawing. "If you want 40 parallel lines, you draw one on the screen

and the computer automatically fills in the other 39," he noted.

Such a system has been anticipated for several years, according to Rudy Wellbrock, mapping and road inventory supervisor. Eight years ago his unit and Martha Hansen, currently the division's pavement management coordinator, began gathering and storing data with the aid of computers. By next summer they will have the entire inventory of state highways in a totally computerized system. Some 31 of Oregon's 36 counties' road records are on computer, and ODOT maintains most of these records.

### Access to mainframe computer

Access to this information provides innumerable pieces of data about small segments of roadway. It is cross-referenced, so a user can pull out specific information, such as the number and location of road signs needing replacement, Wellbrock said.

Plans also call for IGS users to have access to the massive ODOT mainframe computer data files that store information from throughout the department.

Baker noted that Intergraph was chosen to supply the equipment because 20 other state transportation departments have purchased systems from this company, making it possible for Oregon to trade ideas, methods, programs and information.

People interested in the system are invited to attend an open house that will be held all day Thursday, Sept. 13.

## Hewes award presented to Al Harwood

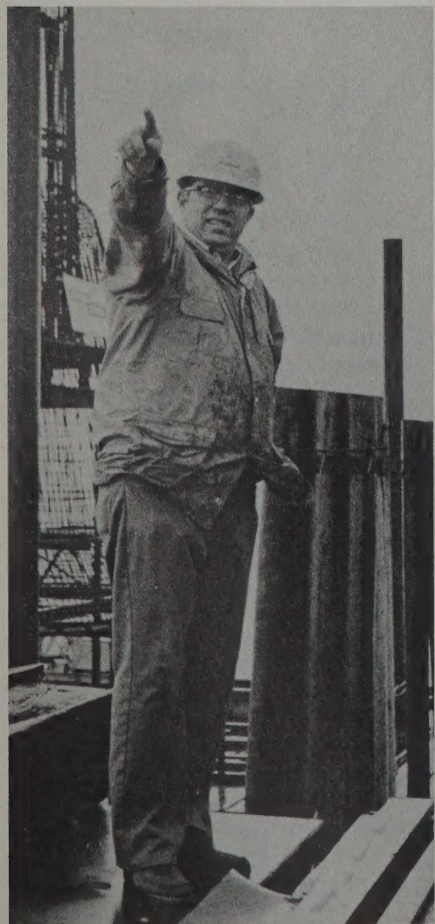
Allan Harwood, Metro Region operations engineer, received the Dr. L. I. Hewes Award at the recent annual meeting of the Western Association of State Highway and Transportation Officials (WASHTO).

"Al has been singled out for consideration because of his many contributions to the department--particularly his tremendously valuable work regarding the Interstate-205 bridge, as well as the outstanding job he is doing on the Banfield Light Rail Project," said ODOT Director Fred Miller in the nominating letter.

An employee of the department for 31 years, Harwood was cited for coordinating communications between the multiple entities involved to complete the bridge on time and within budget.

Bridge Engineer Walter Hart noted that Harwood made a special effort to carry the experiences gained on the bridge to the bridge engineering profession, providing "lasting effects in improved designs in the future."

The annual award was established in 1951 to honor Hewes, a former Western Region chief of the U.S. Bureau of Public Roads and principal organizer of WASHTO.



Al Harwood during the early phase of I-205 bridge construction, April, 1978.



Sam Porter, Intergraph representative, instructs Ron Crom, left, and Warren Wardius, both road design engineering technicians, during IGS training. Standing is Don Baker, IGS manager.

## I-505 work begins

The first of several projects labeled the I-505 Alternatives are under construction this summer to improve traffic conditions in Portland's northwest industrial area.

The \$65 million project will provide a link for regional traffic between the southwest end of the Fremont Bridge (I-405) and St. Helens Road, according to Vickie Rocker, Metro Region public information officer.

"All units in the I-505 Alternatives will encourage better traffic flow for regional and industrial traffic, and will improve safety for pedestrians as well as traffic," she said.

Current work includes improve-

ments to the roadbed and drainage on St. Helens Road (US30) and Nicolai Street to eliminate most of the existing vehicle and train conflict, Rocker noted.

Next spring and summer, construction will begin on similar projects with nearby streets. Eventually, Yeon Avenue will carry designation for US30 in that area, she added.

Another portion of the project will extend I-405 approximately one-half mile from the Fremont Bridge to Yeon Avenue.

The I-505 Alternatives developed from the Industrial Freeway that was withdrawn due to local opposition to the proposed elevated structure.

## Paulus speech videotaped

A videotape of Secretary of State Norma Paulus speaking in Newport in late July as part of a Women in Management Forum is available from members of the sponsoring ODOT Women's Network.

Paulus describes her political career development and the barriers she overcame as a woman in a non-traditional role. In the presentation she stresses that women must change their own attitudes about women in non-traditional careers. She encourages women to be informed voters and to seek public office.

"This is a great tape. Paulus is interesting and insightful. Her

remarks and comments are honest, to say the least," said Karen DeLorenzo, president of the Women's Network.

Copies of the tape are available by contacting DeLorenzo at 373-1193 or other network members, Roz Shirack, 378-6284, and Sandy Coslow, 378-6105.

Employee Development will arrange a showing on its videotape player upon request.

The tape also will be shown Wednesday, Sept. 26, from noon to 1p.m. in Room 122 of the Transportation Building.

The tape is available in both one-half and three-quarter inch format.

## Phone dictation installed

A new telephone dictation system provides 24-hours-a-day service with an estimated one-day turnaround time for completed work.

The system was installed in the home of Rachel Watilo, a word processing specialist who has worked part-time at home since last fall. Using a microcomputer, she sends completed assignments to the word processing unit in the Transportation Building via the telephone.

By calling 378-3358, authors can dictate information at any time from any touch-tone telephone. The work will be transcribed, transmitted to the administrative services word processing center for final printing and delivered to the author.

"This should be particularly handy for people when they are traveling," Watilo said. "The completed work should be on their desk before they return."

Callers push individual phone buttons to operate the fully automatic equipment. The system does not allow a caller to access anyone else's dictation.

"This is wonderful equipment. I hope people will utilize it," Watilo said. She noted that individual or group instructions for operating the system and learning dictation skills will be offered to anyone interested.

For more information, contact Juanita Bryan in word processing, or call the dictation access number and leave a message.

# Location Unit handles preliminary details

The following is part of a series describing the different functions of units and sections in the various divisions within ODOT:

So-named in the days when most of the work dealt with location of

new highways, the Location Unit has changed its focus in recent years and this spring added components to broaden its scope.

Most of the unit's work is on existing roads to make them structurally sound to carry modern traf-

fic, or to deal with new problems that occur, such as landslides, said Frank Terpin, location engineer.

Several subunits were added to his supervision in May, and he said the arrangement is working well since all deal with the preliminary stages of most projects. Purpose of the whole unit is to provide initial information about a project so that other units can gauge their involvement and provide uniform specifications for contractors bidding on the work.

To accomplish this, Terpin coordinates the work of nearly 20 groups and teams. He estimated that these subunits currently are involved with about 400 projects in some stage of development.

First, a reconnaissance specialist reviews a project prospectus submitted by the regional engineer. Reconnaissance makes a preliminary estimate of project costs and checks to see that the project fits the objectives of the Highway Division's six-year plan.

At the same time, the location program team prepares a survey authority that lists a number of activities and estimates the cost for survey, design and plans.

## Photogrammetry assists

During the survey process, the geotechnical group would test soil composition, work on problems such as landslides and determine slopes. Similarly the hydraulics team would study any streams and rivers involved to give advice on design requirements to prevent flood damage.

Using information gathered by the geotechnical group, plus factors such as the type of traffic handled by the roadway, the surfacing design team recommends a type of surface. Terpin said this team's work is becoming more complex, in order to take advantage of newer methods of construction and stretch highway dollars.

Should a project require aerial maps, the photogrammetry team assists. (The team also maintains

files of geodetic surveys and establishes triangulation monuments that serve as standard reference points for all surveys.)

An engineer in charge of the bicycle program will check the feasibility of a bike lane or path, since at least one percent of funds the Highway Division receives from the gas tax must be spent for such projects. The landscape team may need to advise on erosion control during construction as well as design permanent plantings.

When a project calls for an environmental assessment or full environmental impact study, location design provides engineering information, including maps and drawings for public hearings.

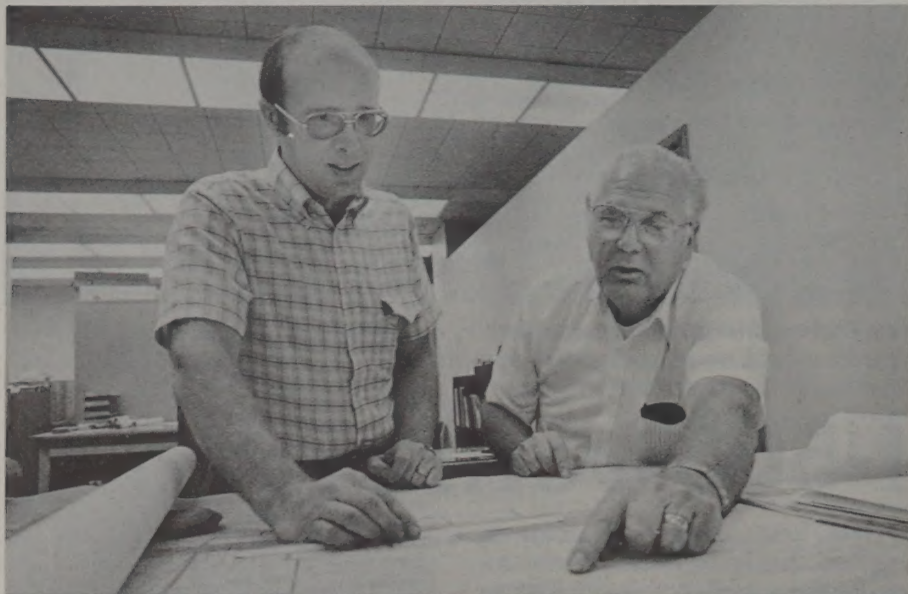
## Environmental impact study

After these subunits complete their assignments and the project manager finishes the field survey, the project manager submits all the information to the location program team for determining that all necessary data is compiled before distribution to other units.

One more piece of work will return to the Location Unit once final design sets slope limits for the project, which defines right-of-way requirements. Subsequently, the right-of-way descriptions team draws maps, determines amount of land required, researches ownership and furnishes this description to the Right-of-Way Section for property acquisition.

Terpin said his main challenge is to prioritize the work of the subunits and coordinate with other sections. His eight years as final design engineer before moving to location in 1976 give him an understanding of that aspect of projects.

Another aid for coping with the high volume and variety of work is the competent people in the subunits, he said. "I can tell them to do something and they go do it with a minimum of direction," he said.



Location Engineer Frank Terpin, right, checks preliminary project information with John Scofield, location field engineer.

## Pilot project adds 10 youths to crews

Portland inner-city youths received job training, and a paycheck, from a pilot project managed by two Highway Division landscape units this summer.

The program added 10 workers to the nearly 300 young people pulling weeds, clipping shrubbery and sprucing up the 700 acres of landscaping maintained by District 2A and 2B crews in the Metro Region.

To supply work experience and income for as many youths as possible, each position was split into five- and six-week slots, according to Carol Wilson, Affirmative Action officer and training coordinator. She noted the pilot program was

completely funded by ODOT.

For the last three years, the majority of the young workers helping landscape crews have come from the Summer Employment for Teens (SET) program, established by Mayor Frank Ivancie and jointly funded by ODOT and the city of Portland. This summer 73 percent of the 200 young people in the program are minorities.

SET Director Don Cooper said the program provides tremendous benefits for the young people. "They are watching professionals at work in the Highway Division, getting some real-world work experience, and a paycheck," he said.

Dave Don, supervisor of the 2B landscape crew, agreed with Cooper, adding that an emphasis is placed on teaching job responsibility, working with others and abiding by safety regulations.

## Funded by ODOT and Portland

The Highway Division supplies a truck and driver for each crew of 20 young workers. "In essence, my regular staff members become supervisors during the summer. That is no small task, since this usually is the first job for the youngsters and many don't even know how to use clippers," Don said.

"If it weren't for the help, primarily from SET, my area would be in bad shape," said Bill Chisholm, District 2A landscape supervisor. "There are places we haven't been able to touch for eight years until this summer," he pointed out.

Another source of about 25 workers is a federally-sponsored summer youth employment project. Since January the two landscape units have cooperated with a federal on-the-job-training project for unemployed Asian refugees.

Beginning in September, first-time offenders will complete landscaping chores in a Saturday work program through Multnomah County.



John Stubblefield trims shrubs at an I-205 rest area.

## Transit cites city systems

A new transportation award program was initiated last month by the Public Transit Division.

The "Oscar-type" award annually recognizes the local bus systems that make the most significant improvements in public transportation services.

And, the first winners are...the city transit systems in Astoria and Albany.

Division Planner Lee LaFontaine, originator of the new program, said it is to serve both as an incentive and a recognition for worthy achievements.

Astoria was recognized for being a consistent leader among Oregon's small city transit operators, and for maintaining exceptionally high ridership, which reached 98,000 passengers in 1983.

Albany was commended for an innovative marketing and ridership program after reducing its transit fare from 50 to 25 cents. Within a six-month period ridership almost doubled.

## Years 5 Ago

The September 1979 issue of VIA reported that ridership on all forms of transit increased dramatically during the summer as lines formed at pumps and gas prices eased over the dollar-a-gallon benchmark.

The article noted a difference from the 1973-74 energy crisis--during intervening years transit systems had methodically bolstered services and added equipment.

Public Transit Division Administrator Dennis Moore said the division had helped several municipal systems purchase new buses and assisted non-profit transit corporations with acquiring buses and vans.

The article reported that many of the transit systems had reached, or even exceeded, their expanded capacity that summer.

# Handbook designed as ODOT resource

Eighteen people from all ODOT divisions worked two years to compile a 496-page *Office Handbook* that will save countless hours for hundreds of ODOT employees.

The recently-distributed handbook contains information useful for long-term office workers as well as new employees, according to Jean Hardin, Office of the 80s coordinator.

The 10 chapters tell a person in any ODOT division whom to contact on more than 300 subjects, what services may be obtained from other offices, how to order office supplies and what format to use for all types of correspondence.

Other chapters outline procedures, give guidelines for out-of-state and regional travel and offer tips on handling appointments and visitors. Two chapters list ideas for planning conferences and social functions, such as retirement parties.

"Many of the chapters contain information that I had to struggle to learn on my own," Hardin said, "and even after working here 18 years, I was amazed at what I learned when typing the handbook."

During the formative stages Doris Nelson, management assistant in administration, chaired the handbook committee. When she transferred to Economic Development in May, Lori Marsh, secretary in the Environmental Section, stepped in to proofread, collate and distribute the 500 copies.

Hardin said the committee will remain in existence to update the manual. She requested that anyone with comments or ideas for changes contact her or Marsh.

The Office of the 80s Committee, which was established to coordinate office modernization, recommended that the handbook be published.



Lori Marsh, left, who helped assemble the *Office Handbook*, describes its contents and usefulness to Ufemia Castaneda, personnel secretary.

## DMV holds dinners

A series of annual dinner meetings hosted by the Motor Vehicles Division for field office personnel this year will feature guests from neighboring states' motor vehicles

offices.

According to Russell Graham, Field Services Branch manager, this will provide an opportunity to discuss problems that occur between Oregon and the bordering states of Nevada, Washington and California.

Held since 1978, the meetings provide an opportunity for field office employees and administrators from the Salem headquarters to discuss problems in a relaxed atmosphere. This year 17 meetings are scheduled between early August and Nov. 8.

Another new aspect of the meetings will be a short videotape of Director Fred Miller that will be used in offices where Miller is unable to attend the dinner event.

The agenda includes remarks by Administrator Dave Moomaw on service levels and information from Deputy Administrator Harvey Ward on population growth, transportation trends and productivity.

"But the most important part of the agenda is the question and answer period when employees are invited to make any comment or ask any question they want," Graham said. "We try to answer the question on the spot or, if research is required, send a written response within two weeks."

## Commission approves SOLV funds

The statewide anti-litter program conducted cooperatively by ODOT and Stop Oregon Litter and Vandalism, Inc. (SOLV) has been renewed for one more year.

The Transportation Commission approved a \$15,000 contract agreement with SOLV to help fund its litter activities with money received from the sale of automobile custom license plates. SOLV receives a comparable amount from private industry contributions.

The cooperative program was started in 1969 to complement the Highway Division's Youth Litter Patrol activities.

SOLV plans to continue its public educational program through the use of public service TV spots, brochures, litterbags, teacher curriculum packets and clean-up projects. A major emphasis will be on the involvement of young people in its program.

# E-mail speeds communication

It's faster than the U.S. Postal Service; more accurate than the telephone.

It's electronic mail--commonly referred to in high-tech circles as "E-mail."

"But, unfortunately, it's also more hassle than the telephone," said Kent Parsons, supervisor of the information center, which functions under the Information Systems Branch. "E-mail is sort of finding a middle niche in communications between the phone and post office."

Parsons, along with Jean Hardin, Office of the 80s coordinator, is primarily responsible for getting the computer-based message system "on-line" this year. Some 65 electronic "mailboxes" are in use within the department. That compares to about 40 just eight months

ago.

Parsons and Hardin are busy training newcomers to E-mail, so users can reap some of the benefits the system offers. Those include instant transmission and reception of messages, and avoidance of "phone tag," where two callers never seem to reach each other.

"These two benefits alone should soon make the new E-mail system very popular within the department," Parsons said.

### Room to grow

In spite of the increased number of E-mail users--those who can send letters, messages and other documents to many department offices around the state--the system has a lot of growing to do. There are about 2,500 spots currently available on the department's IBM mainframe computer for electronic mailboxes, Parsons said.

More mailboxes can be added relatively easily, he noted.

"We're starting very slowly,

because the initial purpose of this system is to replace the old emergency road and weather teletype system," explained Hardin.

Those now out-dated teletype machines, used for years by the Highway Division to transmit information about emergency conditions around the state, have been replaced by computer terminals.

The modern E-mail system arrived just in time, Parsons noted; much of the old equipment was quickly wearing out, and parts were no longer being manufactured.

Now, computer terminals can be found in every Highway Division region and district office, as well as a number of Department of Transportation locations in Salem. The department can thank its statewide microwave communications equipment for the ability to use E-mail in all Highway Division offices. It's this system--the only one of its kind in Oregon state government--that sends the majority of E-mail signals between distant offices.

## Historic designations considered

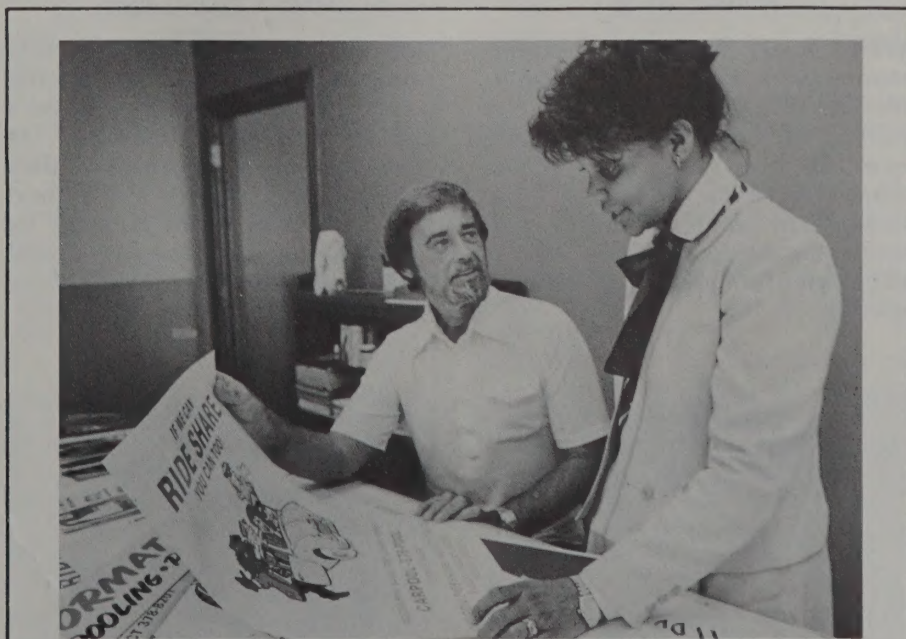
Members of the Historic and Scenic Highway Study Citizens Advisory Committee expect to make recommendations soon to the Transportation Commission on what scenic and historic highways or structures should have special designation.

According to Roberta Young, land-use coordinator in the Policy and Planning Section, only those highways or structures that contain significant values will be recommended to the commission for designation.

The committee will also spend the next two months considering those roads that have been identified as special highways because of outstanding scenery, not because of the highways themselves.

The 1983 Oregon Legislature ordered the study.

There are approximately 25 highways and structures out of five regions currently being considered for historic or scenic status, she noted.



Gene Tipsword, graphics illustrator/designer, and Cynthia Lewis, rideshare manager, discuss posters created for bulletin boards in state office buildings to encourage ridesharing, carpooling and vanpooling. If successful, the information will be displayed in many other buildings as well. Rideshare cards from the display allow employees to locate other commuters with similar origins and destinations in the Salem area.



Jerry Robertson is VIA's roving photographer. VIA's editors frame the question of the month, and answers are edited only for length.

# CANDID COMMENTS

Has there been anything different or unusually demanding about your job this summer?



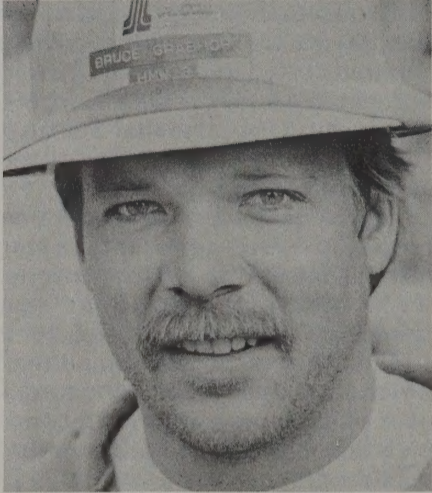
**RICK TAYLOR, PARKS**  
Park Manager B, Detroit Lake State Park

Due to the large turnover of seasonal employees this summer, it has taken a considerable amount of my time to train, orient and supervise the new employees so that the park can be run smoothly and efficiently. The strict enforcement of the one-vehicle-per-site rule continues to be a time-consuming public relations issue.



**NEVADA KILIAN, DMV**  
MVR 2, Bend

This summer, we have been doing more relief work for the Madras and Prineville offices. We've had a big increase in dealer business and an increase in driver's license applications, probably because young people are out of school.



**BRUCE GRABHORN, HWY**  
HMW 3, Baldock

I think the warmer weather this summer has made work more demanding. Paving in 90 degree weather can be hard on workers who are used to cooler summer weather of recent years.



**LORENA BUREN, PUBLIC TRANSIT**  
Business Manager, Salem

As the business manager for the Public Transit Division, I have found the preparation of the division's budget to be very interesting, informative and demanding. It is a good opportunity to be in charge of developing a budget for an entire division.



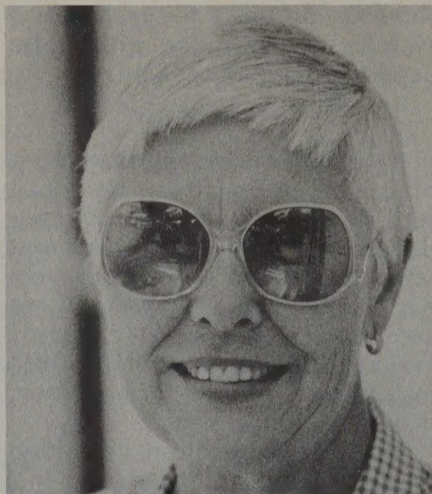
**KAY RAMSAMOOJ, DMV**  
MVR 1, Woodburn

Crews constructing a sewer line in front of our office have periodically blocked our driveways and have cut our telephone lines six times. We have had many frustrated customers and no telephone for four hours at a time.



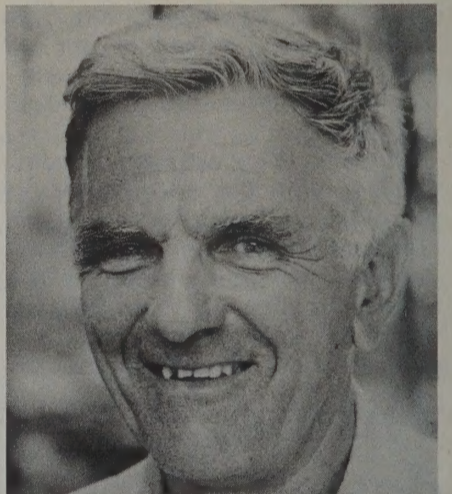
**ARLENE GRAF, HWY**  
HMW 2, Bend

We've been doing some experimental work with paving this summer, and it's going well, but we're putting in long hours, averaging over 50 hours a week. We've worked irregular hours, so there have been some problems with traffic. Because part of the work is experimental, plans can change quickly.



**MYRLE MC LAUGHLIN, DMV**  
MVR 2, Grants Pass

We are experiencing difficulty obtaining proof of address from the public applying for original driver's licenses and also when they are renewing driver's licenses if they have moved. I believe it is a good law, but maybe more publicity by news media occasionally would make the public more aware of the requirements.

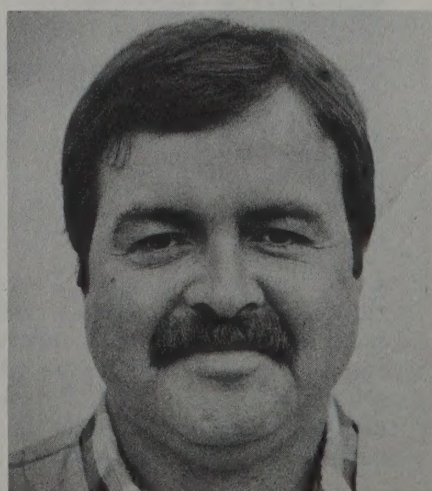
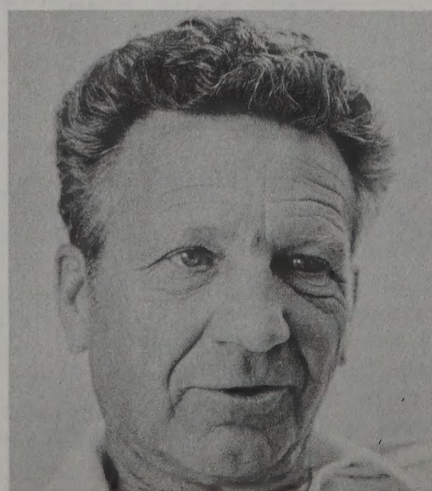


**DICK PIERCE, PARKS**  
Assistant Park Manager,  
Cove Palisades

Yes. Citation authority has added unique demands both on my time and work assignments. Writing citations and warnings adds some very unique demands on your patience and intestinal fortitude.

**DALE HIATT, HWY**  
DMS, Ontario

Yes. The additional funds generated by the highway preservation program have increased our workload considerably. Both the district office and maintenance forces are involved in monitoring contracts or actually participating in projects generated by the funding. The issuance of both highway and PUC permits which commenced in July has increased the workload for office personnel.



**BILL STARK, HWY**  
HMS C, Milwaukie

Funds for highway repair have been low in the recent past leaving many highways in bad shape. This summer with the help of special highway preservation funds, our crews are working long hours repairing as much surface as possible. Some of the methods we are using are new and the volume of work is demanding for the entire crew. However, at the same time it is satisfying to see the progress.

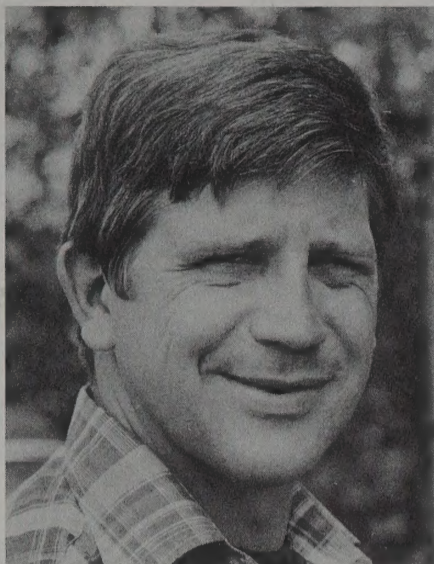
# People Page

## Commission recognizes employees

Twenty 35-year employees, representing 700 years of service to the Department of Transportation, were recognized by the Transportation Commission at its August meeting.

Chairman Tony Yturri commended the individuals for their long years of service and added that "it speaks well of the agency itself to retain these people for such a period of time."

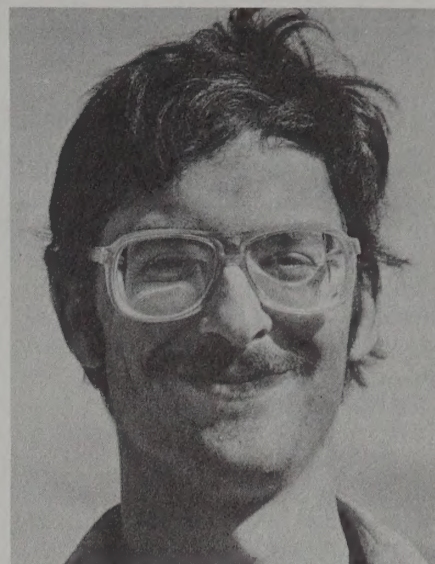
The employees were introduced to the commission by Ed Hunter, assistant state highway engineer, who received his 35-year pin from Yturri. Other employees received pins from division administrators at a noon luncheon for them and their spouses.



Donald Wence



Melba Davidson



David Neys

## Moving up the ranks

## Remembering

Cliff Lenz, 72, retired region parks supervisor, died August 2 in Salem.

Lenz's 27-year career with the department began in 1946 as a highway maintenance foreman. In 1959 he transferred to the Parks Division as a district supervisor.

He retired in 1973 as a region parks supervisor in Salem, responsible for the Willamette Valley and north coast parks.

Deputy Parks Administrator Larry Jacobson, said "Cliff was a regional supervisor during an important growth period for parks that focused largely on the development of overnight camping, picnicing, and ocean beach accesses. 'The standards established for park facility maintenance and operations under Cliff's guidance are still paramount today throughout the parks system.'"

Michael Saunders, 29, was killed August 16 when a scoopmobile he was driving rolled over along US20, east of Tombstone Summit.

Saunders had worked for the division six years and recently was promoted to assistant supervisor of his section crew at the Santiam Junction Maintenance Station.

Dora Willene Folsom, 60, died Aug. 19 at her home in Salem.

She had worked for the Highway Division for 18 years, starting in 1966 as a clerk I.

Folsom was one of the first female right-of-way trainees when she transferred from Salem to Roseburg in 1974. She became a right-of-way agent and served as a negotiating agent until returning to the Salem office in 1982.

She was working as a realty specialist at the time of her death.

Edmund A. Meola, 81, a Highway Division retiree with 24 years service, died Aug. 21 in Salem.

Meola was a landscape architect, and will be remembered as one of the main organizers of the division's Landscape Section. He was heavily involved in the early beautification of Oregon's highway roadsides, rest areas and state parks.

He retired in 1970.

**Richard W. Alexander**, Engineering Technician (ET) I to ET 2, Pendleton.

**William C. Anthony**, Highway Engineer (HE) 2 to HE 3, Milwaukie.

**Arnold L. Bice**, HE 2 to HE 3, Salem.

**Steven L. Bolman**, Highway Maintenance Worker (HMW) 2 to HMW 3, Corvallis.

**David E. Brooks**, Geologist I to Geologist 2, Portland.

**Sandra Brown**, Clerical Assistant to Administrative Assistant, Salem.

**William D. Burlison**, ET I to ET 2, Hermiston.

**Larry E. Carson**, HE I to HE 3, Roseburg.

**John V. Cepeda**, Engineering Aide (EA) to ET I, Salem.

**Donald M. Cloyd**, HMW 2 to HMW 3, Salem.

**Alice B. Cole**, EA to ET I, Eugene.

**Gerald R. Cottrell**, ET I to ET 2, Salem.

**Melba Davidson**, Clerical Specialist to Administrative Assistant, Salem.

**Norman S. Davis**, HE 2 to HE 3, Salem.

**Richard M. Edwards**, ET I to ET 2,

Portland.

**Barry C. Emmerling**, EA to ET I, Milwaukie.

**James E. Ezzell**, EA to ET I, Milwaukie.

**Xavier R. Falconi**, ET I to ET 2, Milwaukie.

**Louis W. Floerchinger**, EA to ET I, Coquille.

**Orville D. Gaylor**, HE 2 to HE 3, Salem.

**David G. Harmon**, HE I to HE 3, Salem.

**Ted Heineck**, Clerical Assistant to Clerical Specialist, Salem.

**Brent L. Heyne**, EA to ET I, Corvallis.

**William D. Hedlund**, HMW I to ET I, Salem.

**Linda Hill**, Clerical Assistant to Clerical Specialist, Salem.

**Jerry D. Howerton**, HMW 2 to HMW 3, Enterprise.

**Darla Kaufman**, Data Entry Operator to Clerical Specialist, Salem.

**Anson H. Kimsey**, EA to ET I, Salem.

**Henry A. Kleemeyer**, ET I to ET 2, Portland.

**Bart R. Kohler**, Engineering Trainee to ET I, LaGrande.

**Richard B. Lucero**, HMW 2 to HMW 3, Salem.

**Kimberly A. McCreight**, Clerical Assistant to Clerical Specialist, Salem.

**Kathryn Melicharek**, Clerical Assistant to Clerical Specialist, Salem.

**Michael B. Merrigan**, ET I to ET 2, Portland.

**Paul W. Meyers**, HE I to HE 3, Albany.

**William D. Moragne**, Park Manager A to Park Manager B, Curry County.

**David J. Neys**, Highway Maintenance Foreman (HMF) I to Highway Maintenance Supervisor (HMS) B, Moro.

**Philip L. Pemberton**, HMW 3 to HMW 4, Salem.

**Michael L. Penhollow**, HMF I to HMS C, Bend.

**Kelli Ransom**, Data Entry Operator to Clerical Specialist, Salem.

**Jon Ridings**, HE 2 to HE 3, Salem.

**Darral W. Riggs**, HMW 3 to HMF, Newport.

**Louis B. Roe**, EA to ET I, Eugene.

**Raymond J. Salisbury**, ET I to ET 2, Salem.

**Paul M. Sanger Jr.**, ET 2 to ET 3, LaGrande.

**Emil J. Schlinkmeier**, ET 2 to ET 3, Milwaukie.

**Edna A. Shelton**, Clerical Assistant to Clerical Specialist, Salem.

**Randall L. Shipman**, ET I to ET 2, Salem.

**Jeffrey L. Smith**, EA to ET 2, Salem.

**Carol Starnes**, Clerical Specialist to Motor Vehicles Representative (MVR) I, Lebanon.

**John H. Stucky**, HE 2 to HE 3, Klamath Falls.

**Gregory B. Tate**, EA to ET I, Beaverton.

**John C. Thiems**, HMS A to HMS B, Winston.

**Larry R. Vallad**, HE I to HE 3, Newport.

**Sylvia M. Vibbert**, Clerical Assistant to Clerical Specialist, Salem.

**Alva D. Vohland**, HE 3 to Supervisory Highway Engineer B (Project Manager), Corvallis.

**Richard R. Walkoski**, Park Ranger I to Park Manager B, Bandon.

**Christopher J. Wallen**, ET 2 to ET 3, Salem.

**Paul Ward**, HE 3 to HE 4, Salem.

**David D. Warrick**, EA to ET I, Salem.

**Donald E. Wence**, EA to ET I, Coquille.

## Crews earn safety awards

The following ODOT crews earned safety awards recently:

**Crew 080-01**, Portland engineering crew, 100,000 hours; Paul Barnhart, supervisor.

**Crew 141-40**, The Dalles sign crew, nine years; John Shuman, supervisor.

**Crew 143-40**, Klamath Falls sign crew, six years; R. D. Taylor, supervisor.

**Crew 080-20**, Eugene engineering crew, 200,000 hours; Doug Greene, supervisor.

**Crew 123-04**, Santiam Junction, 150,000 hours; Jack Wills, supervisor.

**Crew 080-54**, engineering crew, 300,000 hours; Art Gottfried, supervisor.

**Crew 122-05**, Newberg maintenance crew, 100,000 hours; Jerry Erickson, supervisor.

**Crew 004-04**, Salem right-of-way, 500,000 hours; Douglas Luth, supervisor.

**Crew 121-90**, Astoria Drawbridge, 150,350 hours; Roy Swanson, supervisor.

**Crew 123-40**, Corvallis sign crew, six years; Francis Frasieru, supervisor.

**Crew 170-01**, Salem sign shop, 150,000 hours; Dale VanLaanen, supervisor.

**Crew 080-42**, engineering crew, 100,000 hours; James McNamee, supervisor.

**Crew 133-00**, Dist. 8 office crew, 12 years; George Thornton, supervisor.

**Crew 133-44**, Grants Pass electrical crew, 12 years; Karl Keen, supervisor.

**Crew 430-00**, Region 3 park office, 12 years; Kenneth Lucas, supervisor.

## Retirements

The following ODOT employees retired recently:

### HIGHWAY DIVISION

**Clifford R. Renfrow**, Highway Maintenance Worker 3, Eddyville, 29 years.

**Robert E. Doyle**, Highway Maintenance Worker 3, Elmira, 37 years.

### MOTOR VEHICLES

**Marjorie M. Curtis**, Data Entry/Suspensions Unit, Clerical Specialist, Salem, 14 years.

# On the job with...

# Harvey Ward

By Rosemary Matson  
DMV Informational Assistant

His wife won't let him take the controls of a plane anymore, the former Air Force pilot says. So now Harvey Ward helps control a different type of machine--a highly automated Motor Vehicles Division, and he loves to send it soaring toward new horizons.

"The Oregon Motor Vehicles Division is the best managed DMV in the nation," says Ward, DMV's deputy administrator. "I've been to many states, and Oregon is looked upon as an innovative leader in our field."

Ward, an award-winning industrial engineer who has pushed through many new programs during his 15 years with DMV, can claim responsibility for at least part of that reputation--and does. He recently returned from Carson City, where Nevada DMV officials invited him to present "The Oregon Story." The story--Ward's explanation of how DMV helps maintain credibility with the Legislature and with its own employees--describes many of the programs he has pushed forward.

"I'm not creative," Ward says, "but I'm pretty good at putting into place and improving on other people's ideas."

As DMV's deputy administrator, Ward manages the "product line" of the division--driver and vehicle licensing activities--as well as overseeing the 60 DMV field offices around the state. He also promotes Administrator Dave Moomaw's goals for the division.

"You're expected to support your employees so they think they have a leader in you," Ward says, "and at the same time advise the

administrator as to his best interests."

Ward's industrial engineering background helps. He is a practitioner in the science of reducing costs by increasing productivity. "Productivity is defined as allowing employees to do increased work or accuracy, while at the same time making the job easier to perform," he says.

Ward, a graduate of Air Force Pilot Training School and Production Control School, got interested in industrial engineering in 1955 when he was the civilian head of production control at Mather Air Force Base, CA.

"Management wanted a work measurement program, so they sent me to study industrial engineering at Rock Island Army Arsenal School." There Ward learned about time and motion studies, work measurement, sampling techniques and shop layout.

He joined Aerojet General Corp. in Sacramento as an industrial engineer in 1956 and worked there eight years. He also earned a B.A. degree in industrial management at Sacramento State College.

"Then, since aerospace was on the decline, I volunteered for layoff

## "They tell me what they think of me..."

and looked for work in Oregon."

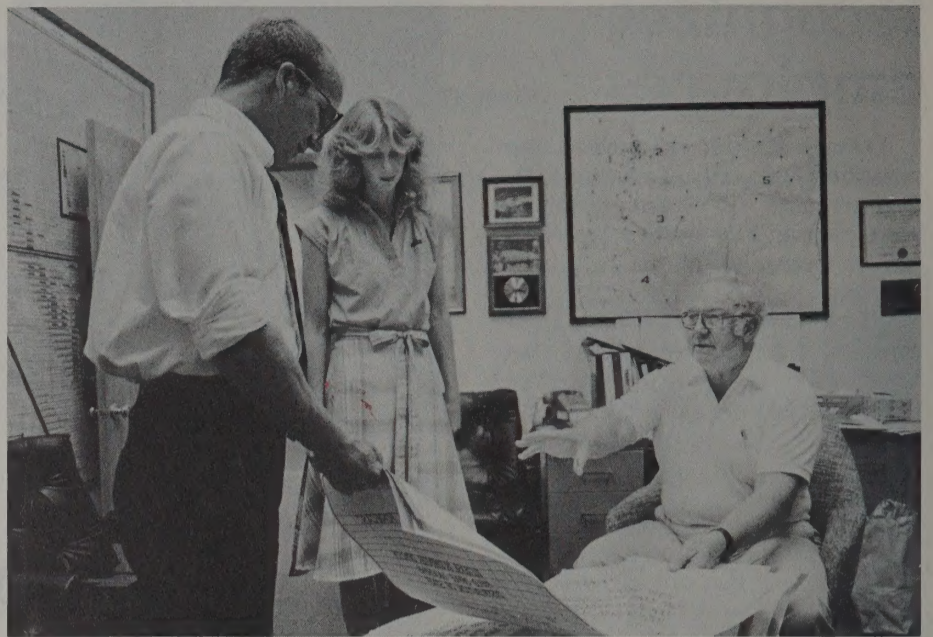
Ward joined the state as a management analyst in the old Finance Department in 1968. DMV hired him a year later as director of Administrative Services.

DMV was in the final stages of its conversion from paper files to computer files--the first DMV in the nation to use on-line terminals. "We made the computer run right," Ward says, "but timing was 80 per cent of it."

Ward brought work measurement--a management tool used in planning how many people are required at each location to perform specific tasks--to DMV in 1973.

Another of his ideas was the internship program, which brings college senior industrial engineering students to work at DMV each summer.

Ward also implemented DMV's dinner meetings. Employees attend voluntarily to air their concerns, while the division picks up the tab for dinner. "It's a technique to



Harvey Ward, seated, discusses population forecast charts with his secretary Tracy Lanig and Bob Joerger, systems and planning manager.

communicate with employees and allow them to communicate frustrations and problems to management," Ward says. "If the same concerns or problems are repeated around the state, we take steps to eliminate or reduce the problem."

Ward holds "expectations" sessions with those who report to him to discuss "things taken for granted that you expect an employee to do but never tell them in a job description," he says.

"Not only do I tell subordinates what to expect, but they tell me what they think of me, and how they want me to perform," Ward says. "I think a lot of top level managements, even in our own department, might do well with this type of inner look."

He comes to work at 6:30 or 7 a.m. to get a jump on the day ahead of everyone else. Recently he has used this early morning quiet time learning to operate a minicomputer.

Ward says he never takes work home. "Never allow work to interfere with your private or home life," he says. Ward and his wife Kay have four grown sons, and he is an avid golfer.

Ward has served as a mentor to several DMV employees, including Carolyn Campbell, Northwest Region supervisor; Sandi Hesselgrave, Licensing Operations staff; and others.

"I've learned from him and he's helped a lot of people," Hesselgrave says. "It's important to him to set a good example."

Something not always visible to employees is that "Harvey cares about people and their careers, and works to help develop and protect them," Campbell says. "He has the ability to identify people's potential and is willing to give them the opportunity to develop that potential. But you have to be willing to take responsibility," she says.

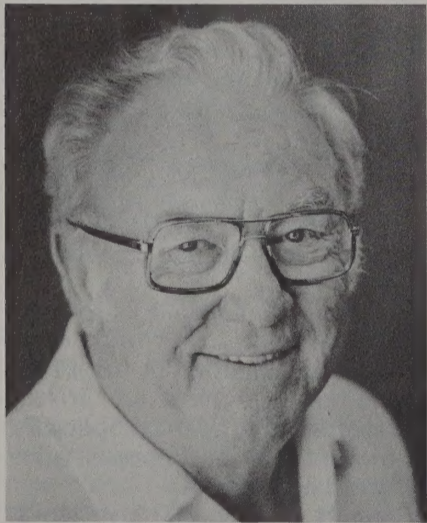
Ward views himself as an outspoken, hard-nosed but compassionate manager. "I'm probably the best deputy in state government," he says.

## "I'm probably the best deputy in state government."

Ward, 60, plans to retire in two to three years. He has never wanted to be the administrator, he says, because then he would have to get involved in politics. "I abhor politics and the characteristics that go with it--like compromise."

"Some people view him as abrasive, and on the surface, that's true," Campbell says. "But underneath that is his concern--to see the agency move ahead and to find the techniques to get us there," she says.

"I believe all management analysts in the state should be able to produce savings amounting to at least one dollar more than what we paid them," Ward says. "Otherwise, they're a loss to the taxpayers."



## Retirees let us know what's happening

I. A. "Buck" DeFrance, 217 Jerome St., Silverton 97381. Ret. Hwy 1966.

Buck was in the Salem Transportation Building recently to pick up a highway map and travel guide. He said it was nice that several people in the building still recognized him "after all these years."

He is pleased with a recent lense implant that improved his vision "right away." He has scheduled another implant for Sept. 5. When that's over, he said he is heading for the Oregon Coast and the Portland area.

He and his wife, Vada, live in

Silverton and have a fair-sized lawn. The lawn and an old pull-cord power mower just about prompted him to move, but a new electric mover helped change his mind--said he actually enjoys mowing now. (It's a good idea to keep up your maintenance skills, Buck.)

□ □ □

Victor "Vic" Fryer, 2120 Robins Ln. SE, Salem 97306. Ret. Travel Information director, 1979.

"Keeping busy and enjoying life" is the report from Vic who currently works as a part-time freelance writer.

At home he keeps busy with gar-

den and yard chores. A year ago last winter he traveled to the Deep South and last fall journeyed north to Vancouver, B.C. Seems once you've been in the travel business, you like to keep seeing the country, he says--this fall he plans to head for the East Coast.

□ □ □

James Siler, 1765 Icabod Ct. NE, Salem 97305. Ret. Hwy 1982.

This past summer James and his wife, Violet, got a 10,000-mile start on their goal to "see the whole country while we're able."

Pulling a fifth-wheel camper, they headed for Washington, D.C.,

in June with their 7-year-old grandson. Even though their first stop was Las Vegas, they had enough money left to hit many national parks and attractions en route.

Next summer they're heading north to Alaska.

While at home they keep busy helping neighbors and friends with projects, and they've just sold their home.

As last winter, they'll spend two months in Salton Sea, CA, with former co-worker Cecil Large, (1125 Hoffman Rd. NE, Salem 97301) and his wife, Alda. Cecil retired from Highway in 1980.